19 April 1965

MEMORANDUM FOR: Director of Training

SUBJECT   :   Course Report
                     Clandestine Services Review Course No. 46
                     5-14 April 1965

REFERENCE   :   Course Report - CSR No. 45

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    1. Clandestine Services Review (CSR) Course No. 46 began on
5 April and was completed on 14 April. It was presented full time
in Room 1A-07, Headquarters, to a total of twenty-four students
and one auditor; ████████████████ Educational Specialist/OTR,
who monitored the course upon the special request of the Chief
Instructor. While there was a certain consistency regarding the
rank of students, there was a wide divergence in their backgrounds
and career assignments. (See Attachment "A" - Roster.)

    2. A number of changes were made both in course content and
method of presentation. (See Attachment "B" - Schedule.) On the
whole these innovations aided in accomplishing the course objectives
and were well received, but, even more significantly, this experi-
mentation proved that the staid format utilized in the past is not
the ultimate, and that there is always room for continual improve-
ment in order to keep pace with changes in the Agency. To a certain
degree, the course followed the general format previously used: one
day devoted to the O/DCI, one day for the DDI, one day for the DDS,
the DDS&T (increased from one hour to one-half day) and the remainder
of the time devoted to a coverage of the Clandestine Services. Again,
as in previous courses, the bulk of the course was presented through
lectures; however, an attempt was made to have the instructors stay
away from the organization chart and dwell on the operational aspects
of their functions. This effort did not work out successfully in
every case because some lecturers insisted on sticking to the "wiring
diagrams" in spite of detailed pre-course briefings by the Chief
Instructor. A significant development as this course progressed was
the unusually large number of speaker substitutions, many unavoidable
and at the last minute. One diligent student came up with the tally
of a total of 23 per cent substitutions. In the majority of these
cases, the course suffered, but several of the alternates were better
than their principals who had appeared in previous courses.

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3. As indicated above a number of new techniques were introduced; the majority of these were well received by the students. First, pertinent regulatory issuances were cited on the schedule pertaining to the component under discussion. This device was supposed to relieve the speaker from going over the basic organizational pattern and in addition, would constitute a ready reference for the student after he completed the course. Next, the students were organized into committees and asked to make a report on selected topics based on their previous experience. (See Attachment "C".) This technique was introduced in order to try to achieve student participation, to present a form of operational therapy and to add to OTR's body of knowledge gathered from experienced Clandestine Services personnel. On the whole, this scheme worked well; we have taped the committee presentations and will decide where the information they contain can be utilized best. As an additional device, students were asked to participate in the course by having at least one person audit each presentation and complete an evaluation form. Much of the information they contain only serves to supplement the Chief Instructor's evaluation of the speakers.

4. As I have stated previously, one of the major changes in the form of additions to the program content was giving more time to the DDS&T and its relations to the Clandestine Services. Students were almost unanimous in recommending that coverage of the Scientific and Technical Directorate be extended even more. For the first time we introduced a presentation on the functions of the Intelligence Watch which is a significant addition to the DDP. All three of the Deputy Directors who participate in the program (DDS, DDI and DDP) have adopted the technique of having their presentation consist of answering questions submitted in advance by the students. Finally, for the first time we attempted to amalgamate the Clandestine Services' records function by having ███████████████ of OTR give one full length presentation which had previously been covered by three separate individuals. While the consensus was that █████████ did a fine job, and such coverage is pertinent to the CS returnee, it was the majority opinion that his coverage was too detailed and should be scaled down.

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5. On the basis of CSR No. 46, I would state that the introduction of new training techniques has broken the ice and will now permit the Operations School to go even further in realigning the course both in content and method of presentation. Prior to the next presentation of the CSR, scheduled to take place in the fall, I recommend that the entire program be examined in light of the actual requirements of the Clandestine Services and the field returnee. In this regard, certain inter-related questions have arisen in my mind as a result of this course which should be answered:

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a. Exactly what is required for training the returning Clandestine Services officer in order to qualify him adequately to carry out his headquarters assignment?

b. Should only Clandestine Services officers attend the CSR with non-DDP personnel obtaining their information on the DDP through other courses?

c. How much coverage is needed of the DDI, DDS and DDS&T?

d. What should be the level of coverage of the DDP?

e. How can we obtain more student participation, cut down on the straight lectures and give the students something concrete that they can take away to their jobs?

6. In an attempt to properly answer some of the above questions, I propose that the individual who is assigned to take over the Chiefs of Station Seminar also be given responsibility for the CSR, and that prior to the next CSR presentation, in conjunction with the DDP the chief instructor undertake a thorough investigation of the existing requirements for training returning CS officers. Such recommendations as the need for detailed briefing of speakers prior to their presentations to see that they cover the intended topics, assisting them in developing training aids, as well as the elimination of certain speakers who appeared in this program and the selection of new topics and speakers will be passed on to the new chief instructor for his guidance. I am relying on ███████████ report to cite certain additional recommendations, specifically in the area of training techniques. In summary, it can be said that while CSR No. 46 successfully achieved its intended objectives it has also proven that there is always room for improvement in any of our courses and that such improvements always work toward the more successful accomplishment of the OTR mission.

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Chief, Headquarters Training

Attachments:
  A. Student Roster
  B. Schedule
  C. Committee Assignments for Special Study Projects

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